

Message Text

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C O N F I D E N T I A L AMMAN 1946

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TAGS: EAID, JO

SUBJ: DEVELOPMENT PLAN REPORT FOR 1973

REF: AMMAN 5776, 12/24/72

1. CROWN PRINCE RECENTLY PROVIDED ECONOMIC REPORTS FROM PROJECT OPERATIONS STATUS INFORMATION CENTER(POSIC) RUN BY SEMI-OFFICIAL ROYAL SCIENTIFIC SOCIETY, ESTABLISHED TO ACT AS INFOR CENTER AND TO PROVIDE FEED BACK ON JORDAN'S DEVELOPMENT PLAN, 1973-75.

2. TWO POSIC VOLUMES, A REPORT ON THE PRESENT STATUS OF THE ON-GOING PROJECTS OF THE 3-YEAR PLAN, PROVIDE DETAILED VIEW OF PROGRESS ON DEVELOPMENT PLAN PROJECTS AND DESCRIPTION AND CRITIQUE OF GOJ'S ORGANIZATION FOR IMPLEMENTING THE PLAN. COMMENTS ARE BASED PRIMARILY ON VOLUME II, WHICH COVERS ENTIRE YEAR. VOLUME I COVERS PLAN PROGRESS DURING FIRST SIX MONTHS OF 1973, ALTHOUGH FORMAT AND THRUST OF THE TWO VOLUMES IS SIMILAR.

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3. A STEERING COMMITTEE APPARENTLY HAS ULTIMATE AUTHORITY,

WHILE NINE SECTORIAL COMMITTEES, I.E. AGRICULTURE AND IRRIGATION, INDUSTRY AND MINING, ETC., ARE TO APPROVE PROJECT PLANS AND OVERSEE STATUS OF WORK. THREE OTHER COMMITTEES, FOR FINANCE AND THE MODERNIZATION OF LAW AND ADMINISTRATION ARE ALSO MENTIONED. PERMANENT COMMITTEES, PRESUMABLY WITHIN THE MINISTRIES, ALSO EXIST, BUT APPEAR TO HAVE PLAYED A MINOR ROLE IN IMPLEMENTATION PROCESS. PROJECT MANAGERS, THE FOCUS OF CARRYING OUT THE PLAN, HEAD TEAMS AND PREPARE AND SUBMIT PROJECT PLANS AND STATUS REPORTS TO SECTORIAL COMMITTEES.

4. ACCORDING TO POSIC REPORT, MAJORITY OF MANAGERS PERFORMED RATHER WELL, BUT SOME HAD TOO MANY OTHER DUTIES OR WERE RESPONSIBLE FOR MORE THAN ONE PROJECT. IMPLEMENTATION PLANS WERE PREPARED FOR ONLY 70 PERCENT OF THE PROJECTS, WHICH IN TURN HAD TO BE APPROVED BY THE MIN CONCERNED. REPORT NOTES THAT SOME PROJECT MANAGERS FAILED TO SUBMIT STATUS REPORTS TO SECTORIAL COMMITTEES. ON THE OTHER HAND, SOME SECTORIAL COMMITTEES DID NOT UNDERSTAND THEIR ROLES AND FUNCTIONS AND OTHERS FAILED TO PROPERLY SUPERVISE PROJECT MANAGERS. COMMITTEES WERE CRITICIZED FOR DELAYING WORK ON PROJECTS BY FAILING TO ACT WHERE THEY HAD CLEAR AUTHORITY.

5. THERE ARE 168 MAJOR PROJECTS IN THE THREE YEAR PLAN, 102 OF WHICH HAVE NOT YET BEEN STARTED, IN ADDITION, THERE ARE 300-500 SUB-PROJECTS IN THE PLAN. POSIC REVEALS THAT MOST OF THE PROJECTS ARE BEHIND SCHEDULE AND THAT THOSE NOT CONTRACTED ON A FIXED PRICE BASIS SHOWED A TENDENCY TO RESULT IN OVERRUNS. AMONG THE REASONS FOR DELAYS AND OVERRUNS ARE SHORTAGES OF ALLOCATIONS, LATE SHIPMENT OF EQPT, POOR ORGANIZATION AND MAINTENANCE BY CONTRACTORS AND EXTERNAL FACTORS, SUCH AS DELAYS IN SECURING RIGHT-OF-WAY.

6. TABLES ON PROJECT FUNDING BY SECTOR REVEAL THAT ACTUAL FUNDING IN 1973 WAS ONLY 60 PERCENT (JD 21.1 MILLION) OF ANTICIPATED FUNDING. TRANSPORTATION SECTOR SHOWED HIGHEST RATE OF ACTUAL FUNDING TO ANTICIPATED, 92.8 PERCENT OR JD 10.1 MILLION, WHILE SOCIAL WELFARE AND LABOR SHOWED LOWEST RATE, 9.9 PERCENT (JD 30,000) OF ANTICIPATED. BOTH

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VOLUMES INCLUDE A CHAPTER ON EACH SECTOR WHICH GIVE CONSIDERABLE DETAIL ON PROJECTS, INCLUDING AN OPTIMISTIC AND PESSIMISTIC FORECAST FOR COMPLETION AND A COMPARISON OF ACTUAL AND PLANNED PROGRESS.

7. TWO OTHER POSIC REPORTS, ENTITLED ECONOMIC DEVELOPMENT IN JORDAN 1973, SUMMARIZE MAJOR ECONOMIC CHANGES AND PROVIDE COMPARISON OF ACTUAL WITH PLANNED

PERFORMANCE BY SECTORS. THESE VOLUMES REVEAL THAT
GOAL OF CREATING 9,000 NEW JOBS IN INDUSTRY DURING
THE THREE YEAR PLAN IS FAR BEHIND SCHEDULE, AS ONLY
558 JOBS WERE CREATED DURING LAST YEAR.

8. COMMENT: REFTEL ON ESTABLISHMENT OF GOJ'S ORGANIZATION
FOR CARRYING OUT THREE YEAR PLAN ANTICIPATES SOME OF THE
PROBLEMS NOTED IN POSIC REPORTS. COMPLEX ORGANIZATION AND
NUMEROUS COMMITTEES ARE NOT CALCULATED TO STIMULATE INITIATIVE
OR FACILITATE QUICK DECISION MAKING. POSIC DOES NOT SUGGEST
THAT ORGANIZATIONAL CHANGES MIGHT SPEED PROJECT IMPLEMENTATION,
HOWEVER.
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